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15 November 1954

MEMORANDUM FOR: CIA Selection Board

SUBJECT: Career Staff Selection Criteria

1. PROBLEM:

To determine criteria to be used by the Heads of Career Services, the Panel of Examiners and the CIA Selection Board in considering applications for membership in the Career Staff.

2. ASSUMPTIONS:

a. It is necessary to have selection criteria for the guidance of the Heads of Career Services, the Panels of Examiners and the CIA Selection Board to insure that equitable and uniform standards will be applied to all applicants.

b. It is necessary that the Heads of Career Services, the Panels of Examiners and the CIA Selection Board understand and utilize the same criteria so that both the recommending function of the two former and the approving function of the latter are based upon the same selection standards.

3. FACTS:

a. The Career Service Staff is currently sending applications for membership in the Career Staff to all persons who became eligible on 1 July 1954 and who have become eligible subsequent to that date.

b. Merely to work off within a year the large back-log of applications that is anticipated (in excess of were eligible on 1 July 1954), it is

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necessary for the Panels to consider an average of at least ☐ cases per week. It is, therefore, imperative to agree upon selection criteria to be employed and to convene the Panels as expeditiously as possible in order to act upon the large volume of returned applications which is expected in the immediate future.

4. DISCUSSION:

a. The CIA Career Service Board and the Professional Selection Panel discussed and considered for many months various criteria that could be employed to select the most suitable persons for long-range employment in this Agency. Unanimity of opinion could not be reached. In effect, the problem has now been left to the decision of the CIA Selection Board per Regulation No. ☐ which states, in part: "The CIA Selection Board is responsible for formulating appropriate criteria for selection into the Career Staff."

b. For the immediate future, tentative selection criteria which can be employed at once are needed so that action on applications to the Career Staff can be taken without undue delay. In actual fact, certain assumptions are basic to the philosophy and procedure by which the Career Staff is being established. They are

(1) The Agency assumes that each staff employee and staff agent presently on duty is a potentially suitable member of the Career Staff.

(2) Before granting membership in the Career Staff to those persons who seek it, however, the Agency reviews the record of each candidate to insure that this assumption is correct.

(3) The Agency makes a sincere expression of intent to continue the employment and to develop the career of each employee who makes a sincere

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expression of intent to cast his lot on a long-term basis with the Agency and to devote himself to the furtherance of its mission. Therefore, the present problem is to screen out those persons who, for one reason or another, do not qualify for membership in the Career Staff. The principle responsibility of the Heads of Career Services, the Panels of Examiners and the CIA Selection Board at present is to look for negative evidence, or for disqualifying factors, rather than attempt at this time to formulate positive criteria without a more adequate research basis.

c. In the fields of security and medical considerations, professional opinion is required. The Security and Medical Offices routinely accomplish suitability determinations in their respective fields for conditions of employment. The Head of the Career Service who has questions in regard to an individual's security and/or medical performance will refer such questions to the office concerned.

d. The areas in which Heads of Career Services, Panels of Examiners and the CIA Selection Board should look for disqualifying evidence are as listed below. These are to be considered as guides rather than as hard and fast juridical criteria.

(1) Job Performance

On the basis of his prior record with the Agency and the recommendations of his current supervisors, is the job performance of the individual inadequate to the extent that he should not be offered career status?

(2) Personal Conduct

Are there any indications that the individual's on-the-job conduct (i.e., inter-personal relationships, maturity, stability, judgement, security consciousness, etc.) is deficient or would be unbecoming a member of the Career Staff? Are there indications that his off-the-job conduct is

SECRET

such that it might attract unfavorable notice to himself or to the Agency?

(3) Training Record

Is there evidence of unsatisfactory performance or conduct in the individual's training record (including assessment records) which reflects adversely upon his suitability for an Agency Career?

(4) Evidences of Intent

Is there any evidence of lack of intent to remain with the Agency on a long-range basis or lack of sincerity in the individual's expressed willingness to fulfill the obligations of career service?

(5) Evidences of Inconsistency

Are there inconsistencies in the record of the individual or in the recommendations of supervisors that require clarification and might lead to evidences of unsuitability after the facts are fully developed?

c. The experience of the Career Service Board and the Professional Selection Panel would indicate that positive criteria cannot be formulated solely on the basis of the opinion of individuals, even though they are of wide experience and unquestioned sincerity and motivation. Until a system for describing the "successful" CIA employee based on research and sound psychological principles can be devised, the discussion is likely to be endless as well as futile. The new Fitness Report will help to fill this void. It is believed that research now being conducted and to be conducted in the future by various components of the Agency will be productive of a system of criteria that could be used in future years when the problem of selection into the Career Staff becomes radically altered.

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SECRET

5. CONCLUSIONS:

a. In order to implement the selection of persons into the Career Staff, criteria acceptable to the CIA Selection Board are needed at the earliest practicable moment.

b. The criteria listed under 4(d) above are considered workable interim standards pending completion of more exhaustive formal research.

c. Adequate research in this field must be done within CIA under the coordination of the Assistant Director for Personnel.

6. RECOMMENDATIONS:

It is recommended

a. that the criteria listed under 4(d) above be approved by the CIA Selection Board for use by Heads of Career Services and by the Panels of Examiners in arriving at the basis for recommendation to the CIA Selection Board as to the suitability of Career Staff applicants.

b. that the Assistant Director for Personnel be asked to coordinate the necessary research as indicated under 4(e) above.

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APPROVED

Chairman, CIA Selection Board

Executive Director
CIA Selection Board

-5-
SECRET

15 November 1954

MEMORANDUM FOR: The CIA Selection Board

SUBJECT: Processing Applications for Membership in the Career Staff

- I. PROBLEM: To establish principles for the processing of applications for membership in the Career Staff and to provide the Executive Director of the CIA Selection Board with guidance so that he may establish specific procedures.
- II. ASSUMPTIONS: Subject to the provisions of Regulation it is assumed 25X1 for the immediate future:
1. That the CIA Selection Board will make final decisions on all applications for membership in the Career Staff based, principally, on recommendations of the Heads of Career Services.
 2. That the recommendations of Heads of Career Services will be reviewed on behalf of the Board, from the Agency-wide point of view, by three-man Examining Panels which will make specific recommendations to the CIA Selection Board.
 3. That reviews of applicant's admissability into the Career Staff may differ in degree, according to Regulation but will not differ 25X1 in kind.
 4. That the Panels of Examiners are, together with the Secretariat of the Board, the principal working arm of the Board.
 5. That in the case of certain applications, the CIA Selection Board will, itself, sit as the Examining Panel.

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III. FACTS:

1. On all except minor personnel actions, the concurrence of the Security Office is standard procedure. For example, Security Office concurrence is required for entrance on duty; for the issuance of Cryptographic Clearances, of SI Clearances and of Q Clearances; for transfer from Vouchered Funds to Confidential Funds; for assignment to an Overseas Station; for entrance into extra-CIA training; for the award of an honor or medal by the Director, etc.
2. On many types of personnel actions, concurrence of the Medical Office is standard procedure. This includes entrance on duty and assignment to certain kinds of activities, including, in every case, assignment to overseas duty.
3. The concurrence of the Office of Training is not required on personnel actions (except assignment to Agency-conducted training and to Agency-sponsored extra-CIA training). However, the advice of the Office of Training is widely sought on all manner of personnel actions through the medium, principally, of evaluations of performance of individuals during training activities and of assessment of an individual's suitability for, or adaptability to, a specified situation.
4. The Office of Personnel gives final approval on all official personnel actions and its advice and assistance through the medium of Placement Officer activities, recruitment, employee services, etc. is widely sought on all manner of personnel actions.
5. The Heads of Career Services have the responsibility for planning the

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careers of individuals and of making recommendations on many types of personnel actions. All persons eligible for membership in the Career Staff come under the jurisdiction of one Career Board or another.

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6. Regulation in connection with selection into the Career Staff, calls for the recommendation to the CIA Selection Board of an Examining Panel, which shall have available to it the recommendations of supervisors, the Head of the Career Service (Career Board), and all pertinent information from the Security Office, the Medical Office, the Office of Training and the Office of Personnel.
 7. The Heads of the Career Services, through their Career Boards, are in the best position to make the principal recommendations for review by an Examining Panel for admission into the Career Staff of those persons for whom they have responsibility.

IV. DISCUSSION:

1. If differences in kind are established for the review of applications, those persons placed in the more restrictive categories will be immediately identified, and their reputations and careers perhaps thereby damaged. It, therefore, becomes necessary to establish differences of degree rather than differences of kind.
2. With some persons eligible to apply for Career Staff membership as of this date, it is desirable to determine the degree of review to be accorded each application. The recommendations of the Heads of Career Services in each case are needed. These recommendations could be as follows:

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Type A. ~~Unqualified recommendation~~ for acceptance into the Career Staff.

Type B. Qualified recommendation for acceptance into the Career Staff, or recommendation that action be deferred. *Recommendation*

Type C. ~~Unqualified recommendation~~ against acceptance into the Career Staff. *Unqualified & reasons*

3. All of the three types of recommendations listed in paragraph 2 would be reviewed by an Examining Panel on behalf of the CIA Selection Board unless directed otherwise by the Board in a specific individual case. Such specific exception would be brought to the attention of the Board, itself, for decision by the Executive Director when so recommended by the Head of the appropriate Career Service, by the Security Office, or by the Medical Office.

4. The three types of recommendations listed in paragraph 2 would be handled as follows:

Type A. Advice by the Security Office that it interposes no objection. Abbreviated review by an Examining Panel. Decision by the CIA Selection Board.

Type B. Advice, together with pertinent information, from the Security

Type C. Office, the Medical Office, the Office of Training and the Office of Personnel, mandatory. Review by the Examining Panel. Decision by the CIA Selection Board.

V. CONCLUSIONS:

1. That the types of recommendations described in paragraph IV 2. be adopted.

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Type A. Recommended for acceptance into the Career Staff.

Type B. Recommended that action be deferred and the reasons therefore.

Type C. Recommended that acceptance into the Career Staff be denied and the reasons therefore.

3. All of the three types of recommendations listed in paragraph 2 would be reviewed by an Examining Panel on behalf of the CIA Selection Board unless directed otherwise by the Board in a specific individual case. Such specific exception would be brought to the attention of the Board, itself, for decision by the Executive Director when so recommended by the Head of the appropriate Career Service, by the Security Office, or by the Medical Office.
4. The three types of recommendations listed in paragraph 2 would be handled as follows:

Type A. Advice by the Security Office that it interposes no objection.

Abbreviated review by an Examining Panel. Decision by the CIA Selection Board.

Type B. Review of deferment recommendation by the Examining Panel. Decision by the CIA Selection Board.

Type C. Advice, together with pertinent information, from the Security Office, the Medical Office, the Office of Training and the Office of Personnel, mandatory. Review by the Examining Panel. Decision by the CIA Selection Board.

V. CONCLUSIONS:

1. That the types of recommendations be described in paragraph IV 2. be adopted.

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2. That the types of recommendations described in paragraph IV 2. be handled as described in paragraphs IV 3. and 4.

VI. RECOMMENDATIONS:

1. That the above conclusions be adopted.
2. That in every case the advice of the Security Office be requested before the CIA Selection Board makes its decision.
3. That the Heads of the Career Services be asked to specify, both in respect to recommendations on each individual that they have already sent to the CIA Selection Board, as well as in all future recommendations, which of the three types of recommendation are being made.
4. That the Heads of the Career Services be asked to be prepared to provide oral or written advice on the reasons for making recommendations in the case of Type B. and Type C. recommendations.
5. That the Executive Director of the CIA Selection Board be directed to develop the necessary forms and procedures to put these principles into effect.

[Redacted Signature]

Executive Director
CIA Selection Board

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APPROVED:

[Redacted Signature]

Chairman, CIA Selection Board

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